HICKLING

REPORT ON

A METHODOLOGY FOR AND REVIEW OF WORKSTANDARDS FOR THE PROCESSING OF CITIZENSHIP APPLICATIONS SECRETARY OF STATE, CITIZENSHIP REGISTRATION & PROMOTION BRANCH, SYDNEY, NOVA SCOTIA

prepared on behalf of

THE DIRECTOR,

CITIZENSHIP PROCESSING BRANCH, SYDNEY

by

JAMES F. HICKLING CONSULTANTS LTD

OTTAWA

Ray Pearmain, CMC, Project Manager.

February 1989
JFH Ref 2830

HICKLING

February 21, 1989

Mr. Brian Hudson,
Director, Sydney Operations,
Registration & Promotion Branch,
Charlotte Street,
Sydney, Nova Scotia.

Your Ref: PCS–8–00182

Our Ref: 2830

Dear Mr. Hudson,

It is with pleasure that we attach the report on our review of workstandards and development of a methodology for their review.

The work that we have carried out is in accordance with our discussions with you at the start of this study.

We consider that an important part of the study was to:

- involve your first level supervisors and middle management in the review process, and
- leave you with a practical and tested methodology for the continuing review of workstandards by your management
- make suggestions regarding workmethods and technology enhancements that may prove beneficial after further analysis.

We would strongly urge you to meet regularly, at least weekly at present, with the System Officer to review progress of the tests in each unit.

At this time, we have been able to recommend a change in one workstandard. The process is underway for several other units where more testing is being done, after our review of the first tests with the supervisors and managers concluded that more testing was required, to arrive at reasonable and representative results.

We have enjoyed working on this interesting assignment and would like to thank all of the staff, supervisors, heads and chiefs for their assistance and cooperation, and, in particular, Ian Vance, the System Officer for his facilitation of the study.

Yours truly,

Brian A. Waters

pp. Dr. D. Deziel
Partner in Charge
Management Consulting Group

Ray Pearmain

Raymond P. Pearmain, CMC,
Principal Consultant

James F. Hickling Management Consultants Limited
350 Sparks Street, 6th Floor, Ottawa, Ontario K1R 7S8 FAX 237-7347 Telex: 053-4238 JFH OTT (613) 237-2220

TABLE OF CONTENTS

Page

1.0 EXECUTIVE SUMMARY 1

2.0 BACKGROUND AND TERMS OF REFERENCE 4
2.1 BACKGROUND 4

3.0 APPROACH 6

4.0 PRESENT SITUATION 7
4.1 RECENT EVENTS 7
4.2 OPERATIONAL REPORTING 7
4.3 WORKLOADS 8

5.0 METHODOLOGY FOR REVIEWING WORKSTANDARDS 9
5.1 INTRODUCTION 9
5.2 THE WORKING GROUP 9
5.3 APPRAISALS AND PRODUCTIVITY 10
5.4 METHODOLOGY 10

6.0 REVISIONS TO WORKSTANDARDS 18
6.1 FINDINGS AND RECOMMENDATIONS IN SPECIFIC AREAS . . . 18
6.1.1 Mailroom 18
6.1.2 Index I and Microfilm Index, and Index II 19
6.1.3 Microfilm Retrieval 19
6.1.4 File Allocation Unit 20
6.1.5 Approvals and Approvals Registry Units 20
6.1.6 Certificate Preparation and Lamination Unit 22
6.1.7 Quality Control 22
6.1.8 Word Processing 22
6.1.9 Listing & Statistics 23
6.1.10 File Retirement 23
6.1.11 Enquiries & Status 24
6.2 OVERALL FINDINGS 25
6.2.1 Levels of Management 25
6.2.2 Cycle Review of Workstandards 25
6.2.3 Operational Reports 25
6.3 OVERALL RECOMMENDATIONS 26

APPENDICES

B: Example of a Revised Standard

A: List of Current Workstandards

1.0 EXECUTIVE SUMMARY

This report details the work undertaken in order to review and revise the workstandards used in the processing of Citizenship Grants and Proofs, and to develop a methodology to review these on a regular basis.

Workstandards had not been formally reviewed in most units, since the processing operations were transferred from Hull several years ago and it was felt that several were in need of readjustment following changes to the workflows and processing. Another objective of the study was to simplify, if possible, the need for statistical reporting and operational monitoring and to move towards a group measurement of output over a period of a week, rather than daily.

The consultant commenced the study by meeting with management and reviewing the overall operations, recent operational reports and manuals and the current workstandards. A comparison was made of actual versus standard unit outputs over the past year.

Briefings seminars were held with the Supervisors and with the Heads and Chiefs, in consultation with the Director.

A draft methodology was developed for the review of workstandards, together with outline forms.

Individual meetings were held with Supervisors and their respective Head and Chief to review the components of the workstandards in each unit in order to set up tests.

Test batches of files were issued by the Supervisors to operators deemed to be regular performers and superior performers (the latter on account of their classification level or work experience). The time of issue and time of completion, less any breaks, was recorded by the supervisors and the System Officer computed the actual production, expressed in terms of a day, after adjusting for mix factors or other abnormal factors.

The respective Head and Chief then reviewed the tests and met with the Supervisor. An agreement was reached on what the revised workstandard should be.

At the time this report was prepared, it appeared likely that several workstandards would be revised upwards and at least one downwards.

The methodology for reviewing the workstandards on a regular cycle basis can therefore be formally adopted and included in the operating manual for the Division.

A review of the operational statistics and reporting was undertaken and it appeared that weekly, rather than daily production monitoring was feasible. Consequently, a pilot test of this was started in the File Allocation Unit, and if successful, will be formally implemented on April 1st.

Other units could then switch to weekly statistics, thus saving a considerable amount of time that the Supervisors currently spend compiling daily statistics.

There were specific observations and recommendations made in most of the areas of processing and detailed in this report.

The overall findings were that:

- All levels of management, from the first level Supervisor, through the Heads and Chiefs, must be involved in the workstandard review process, and that the System Officer can play a valuable coordinating role.

- The methodology proposed for the review of workstandards should be adopted and workstandards should be reviewed on a regular cycle basis, so that these become a normal part of management of the operations, with each level of management accountable for specific parts of this process.

- Workstandards should be kept as simple as possible, even though this may mean that they cover diverse activities; however over the course of a month or so, assuming normal workloads, these activities will average out.

- Flexibility of some staff duties should be retained, so that staff and supervisors can be seconded to other areas if their unit is not too busy, or if bottlenecks occur in particular units.

- Revisions to policies and procedures for the processing of approvals should be made so that a formal policy exists on whether a phone call or a written communication is needed for answering a particular query or advising of a decision made. This should lead to time savings where a only a phone call is required.

- Technological enhancements should be investigated in several areas in order to increase productivity.

  Examples are:

  - replacement of word processors with microcomputers and word processing software (this is currently underway);

  - purchase and use of microcomputers for management staff and approvals officers in order to save secretarial and word processors' time in text input and to use these staff for final formatting and printing out of documents;

  - use of a Local Area Network to connect microcomputers in management offices, approvals officers, word processing and the mail room;

  - use of electronic mail, e.g., Envoy, to send messages to Hull and the courts;

  - use of a telex software program and microcomputers to speed up the sending of faxes to the courts etc.;

- use of file barcoding to automate statistical reporting and tracking of files via the existing management information system;

- use of a graphics software package to automate the production of Mennonite trees; and

- development of an expert system ("artificial intelligence") to assist in the processing of approvals.

2.0 BACKGROUND AND TERMS OF REFERENCE

2.1 BACKGROUND

The Citizenship and Registration Promotion Branch of the Secretary of State processes applications for grants of, proofs of, and searches of Canadian citizenship, at its facility in Sydney, Nova Scotia.

Figure 2.1 shows the current organization chart.

This study arose from several considerations:

- existing work standards were in need of revision as they had not been reviewed on a regular basis and several processes have been changed;
- although workstandards are set on an individual performance basis, there was a desire to move towards a group measurement of productivity;
- management operational reports have become too detailed and time consuming to produce and do not always provide meaningful information with which to make operational decisions;
- there is a desire to smooth out the "overreaction rush cycle", which is generally followed by a slower processing cycle;
- desire to avoid "over–quality control" at the expense of reducing throughput;
- a desire to have a methodology in place that would enable management themselves to review and revise workstandards and processes on a regular basis.

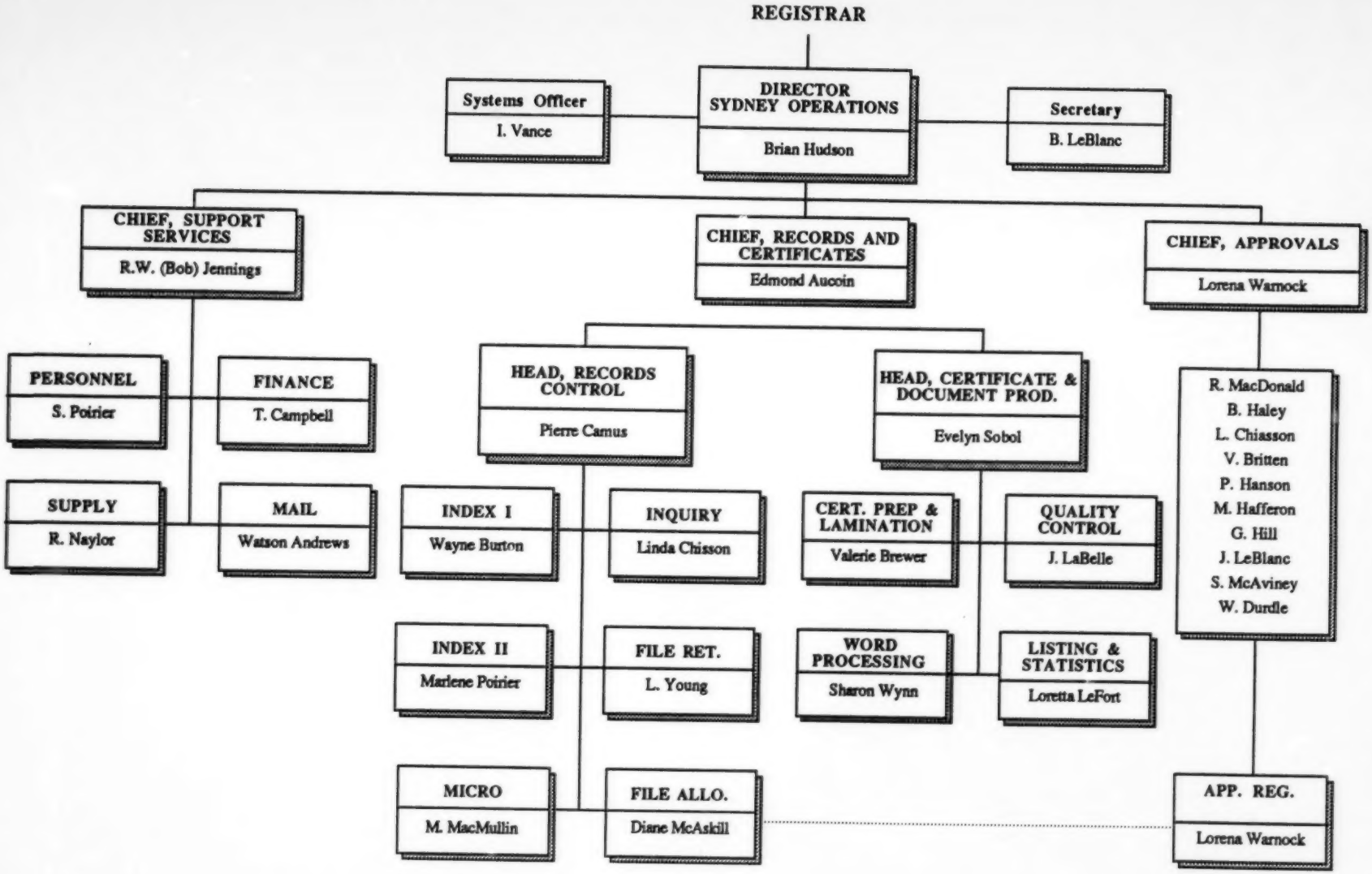
2.2 TERMS OF REFERENCE

The terms of reference agreed for the study were:

- meeting with all levels of management (Director, Chiefs, Heads and Supervisors) to review workstandards and processes and the management process;
- development of a methodology for the review and revision of workstandards;
- setting up, testing and developing reviews of work standards;
- reviewing the operational reporting process;
- reporting on the above.

No modelling of the total operation was required, as a "resourcing model" already exists, which uses workstandards.

FIGURE 2.1



Secretary of State, Citizenship Registration and Promotion Branch, Operations Division, Sydney Organization Chart, January 1989.

3.0 APPROACH

The consultant took the following steps in undertaking this assignment:

- Background reading of reports, processes and standards;
- Physical review of specific areas e.g., mailroom, indexes;
- Computed and analyzed actual and standard output for existing workstandards for 1988;
- Separate meetings with Director, Systems Officer and selected staff at workstations;
- Held presentations/seminars with Chiefs and Heads, and Supervisors, respectively;
- Development of draft methodology for workstandards review and revision;
- Setting up and monitoring reviews and revisions of workstandards;
- Meeting with respective supervisors, Heads and Chiefs to act as a catalyst in the review process; and
- Completing this report.

4.0 PRESENT SITUATION

4.1 RECENT EVENTS

Workstandards, in most cases, have not been reviewed formally since 1983 when they were first set up pending the relocation of processing operations from Hull to Sydney.

However, on an informal basis and, in several cases, on a more formal basis, some standards, e.g., File Allocation, workstandards, were reviewed in Sydney. The standard was either reset, in the File Allocation example, or it has been recognized informally that a particular standard was becoming either too light or too heavy, especially where the processes had changed due to enhanced technology.

Indeed, the review of the work flow and processes is a related but separate issue, which may or may not affect the workstandard. Changes to workflows may make a process easier or more difficult from the operator's viewpoint and therefore impact achievement of the standard, or enhancements, like a superior lamination process for proofs, which takes the same time to do, may have no impact.

In the last few years, the major changes that have impacted on operations are:

- The splitting of the automated Citizenship database into the definitive file of citizenships approved and into applications in process. This was done to save computer storage costs and keep response time good. However, two screens may now both be used to check and input data.

- The use of "temporary files" with a different numbering and filing system in response to Public Archive's requirements has made file pulling and putting away longer.

- The establishment of a "film on completion" process (a microform record of the hardcopy file. The hardcopy file is shredded and a copy of the microfilm is sent to Public Archives).

- More citizenship records being kept in electronic format rather than in microform.

- The use of wordprocessors to print the citizenship greeting letters.

In the near future, wordprocessor machines will be phased out and replaced by microcomputers and laser printers.

4.2 OPERATIONAL REPORTING

Current Operational Reporting is based on a weekly report by each Head, however individual Supervisors keep daily statistics and operators also log the output they have achieved on a daily basis. The operators and supervisors therefore tend to think in terms of daily rather than average weekly production.

The Director in Sydney reports to the Registrar in Ottawa on a weekly and monthly basis.

4.3 WORKLOADS

The overall number of applications for grants and proofs tends to remain relatively constant, unless there is a change in the regulations. However, there are large swings possible in Sydney as a result of imbalance in the number of applications from courts and from other factors beyond their control, such as the inordinate security approval delays. Events such as these cause secondary effects, such as holding up files completed except for security clearance, which produces a rash of enquiries and an increase in rush jobs.

The impact on workstandards is seen as bottlenecks in internal inventory or, conversely, in some units waiting for work. A comparison of the actuals versus standards, done before the sampling began, indicated that this was the cause of much of the variation in actual production swinging above or below standard over the course of the last year. (When this occurs, resources are redistributed between units in the short term, as far as can be done, if skills are transferable).

Due to these factors, some of the sampling done for review of workstandards had to be held up until a relatively normal situation of files and operators occurred in a particular unit.

When backlogs occur, overtime is worked, if necessary, to clear them and cross training has allowed the use of backups (at the expense of the substantive area) where there is sickness or other absences. However, a "flying squad" to move into bottleneck areas has been tried without success – the error rate was too high.

It is however possible to switch supervisors around to a fresh area, if needed, although this is not often practiced. This would allow supervisors to become more experienced in other areas of the operation for career development purposes, give backup in case of sickness and absences of other supervisors and allow supervisors and groups to be better matched in terms of stage of development of the supervisor and the group.

There are 13 major group workstandard areas, each of which may have several sub–workstandards (refer to the Appendix for a listing).

An adequate "resourcing" model already exists, which allows for a degree of sensitivity analysis using differing inputs and workstandards.

5.0 METHODOLOGY FOR REVIEWING WORKSTANDARDS

5.1 INTRODUCTION

Workstandards are necessary as a guide to the number and experience level of resources, i.e., staff, to assign to undertake particular operations. Workstandards also recognize that there must be a certain level of productivity expected on average from a group of employees. Within that group, individual production will vary as some are relatively inexperienced and will produce below what is normally expected, most are experienced and are regular performers, while some are very experienced and expected to be above average in performance.

Workstandards in the Citizenship application process are applied to group of operations that may be performed by several people who are working on parallel processes or sequential processes.

The Workstandard therefore represents what working as a group, would produce, given normal conditions.

5.2 THE WORKING GROUP

In a group, production on a daily basis may be above or below average depending on how productive people are that day. Also, in a group situation, it has been found that, once a group is established and working together, if one of the group is experiencing problems, from one reason or another, the others will help them through.[1] In fact, a once a unit sees itself as a group, there is some degree of synergy resulting, in that all pull together. Again, conversely, if the group does not act as a group, but as individuals working in a unit, then there may well be negative effects, such as operators trying to get all the "easy" files, etc. The encouragement of a group effort therefore is likely to enhance productivity and at the same time making the unit a more rewarding place for employees to work.

Absences due to sickness, training or other reasons should not affect the workstandard as the standard is based on actual days available. Thus, over the course of, say a week, production should on average reach the normal expected level.

It is the Supervisor's responsibility, since he or she is accountable for production of the group, to ensure that over a period, the production is maintained at normal levels, from both the days available and the productivity aspects.

If it is starting to lag behind, then he or she can take action in the case of lack of days available by:

- Advising the Head who would seek assistance from other areas;

---

[1] The Hawthorne Experiments in the General Electric Company USA.

- o Reassess work priorities and put less urgent work on hold for the time being (but this in itself will become a higher priority once a particular crisis has passed);

- o Reduce controllable absences i.e., by not approving casual time off or rescheduling training and by pitching in for more than the noraml percentage of time (and delaying special projects or other non–priority supervisory duties); and, as a last resort

- o Working overtime to clear specific items; and, in the case of falling productivity, by

- o Reviewing the output of each operator to see if there have been an unusual amount of complex files, personal problems, etc.;

- o Meeting as a group or individually with the operators to determine if there are other factors, such as changes in workflow, equipment malfunctions, personal problems etc.

Conversely, when the group is caught up, casual vacation days and other actions requiring time off, amongst other things, can be scheduled.

5.3 APPRAISALS AND PRODUCTIVITY

It should be noted that while employees appraisals should reflect the level of effort of that employee (i.e., below average, average, superior) in relation to the workstandard set, the appraisal should also take into account the length of experience and also the employee's attitude and helpfulness to the group.

5.4 METHODOLOGY

The following method is proposed in order to set or revise the workstandards:

1. The Chief, Head and Systems Officer should meet with the supervisor and determine the group of processes for which a workstandard is to be established.

2. Review the Operations Manual to ascertain if the processes are already documented.

3. Note the major changes between the Manual and the current processes (if the Manual has not been updated).

4. Describe the processes in terms of input, operation and output, so that a clear definition of what the workstandard comprises exists. (At this point there might be revisions to the workflow discovered which should be implemented before revising the revising the workstandards.) Refer Form # 2.

5. Observe the operations and, in detail, obtain a walk–through of the processes.

6. Sample the applications being processed by issuing batches either at random or with specific mixes or with homogeneous items (depending what is easiest to do in a particular workstandard) to several operators i.e., some who are "regular" performers and some who are, by their experience deemed to be "superior" performers. The time started and finished should be noted and any rest breaks or meal times deducted (the workstandards have been set on the basis that they are for a 7 1/2 hour day, excluding the lunch break, for a net 7 hours available for work after deduction of the morning and afternoon breaks of 15 minutes each), i.e., the workstandard should be able to be completed in seven hours. (Refer Form # 4.)

   Note that all of the processes in the workstandard should be included, this may be items such as telephone calls not relevant to the batch, but which have to be answered as part of the operation. Corrections of errors due to quality control should also be included, or, if errors specific to that batch cannot be identified (due to delays in identifying them, for instance) then an allowance or batch of errors would have to be sampled.

   A sufficient number of batches should be sampled over the course of say a week, using different operators and at different times of the day. Batches should even out in content over a week to represent normal conditions. Significant factors found in a batch should be noted e.g., unusual number of easy or difficult cases, etc., then reasons for significant variations in productivity can be more easily understood.

7. On the basis of the sampling, a summary of the batches should be made (refer form #3) to determine a range of values for the proposed revised workstandard. At this stage, decisions as to whether to combine or split existing workstandards can be examined. In general, the lower the number of workstandards, the easier it is to monitor and report on a regular basis; however, combining two very different processes which have a mix of item types may mean that it is harder to monitor and control. The proposed revised standard should be set out on Form #1 by the Chief in consultation with the Director, Head and System Supervisor. The Chief and Head should discuss this with the Supervisor, who in turn should convey the results to the staff.

8. Arrange for the Supervisor to test the proposed standard over several days and discuss what the actual production was and what abnormal factors may have affected the results.

   The proposed workstandard should fairly reflect the group output (bearing in mind that there are always a mix of regular performers, experienced superior performers and novice learners at any one time in a unit) during normal workload periods.

   The proposed workstandard should also be acceptable to the staff in the unit, even though, if it is to be revised upward, they may at first feel that it is an imposition and that they will not be able to meet it in the short term.

9. After further discussion, the revised workstandard should be entered onto reports and in the operating manual and the standard used in future variance reporting.

10. Review the workstandard again after six months or whenever there are major changes to the processes or working conditions. So as not to overburden staff, a cycle of revisions to workstandards should be established and form part of the workplans for the respective units and management, including the System Coordinator, involved.

Figure 5.1 summarizes the steps involved.

Outline forms (i.e., pro–formas) follow which assist in documenting the process. The completed forms should be kept in a file for each workstandard and any operating manual updated.

A sample of each form completed for a theoretical process and workstandard is in the Appendix.

FIGURE 5.1 STEPS IN REVIEWING WORKSTANDARDS

a) Chiefs, Heads and the System Coordinator identify the Specific Processes to be reviewed and set a schedule of review, such that each workstandard is reviewed once a year. This activity should be included in the Workplans for the division.
(Responsibility: Chief)

b) Discuss with Supervisors and identify the different types of processes that are contained with the standard e.g., same process, but for either grants or proofs. System Officer documents processes, types and mix. (Complete Form 2 – Workstandard Process Description Form)
(Responsibility: System Officer)

c) Chiefs and Heads identify with Supervisors several staff who are regular and superior performers.
(Responsibility: Head)

d) Chiefs and Heads in conjunction with respective Supervisors select various batches of cases/files that contain either an average mix of types or contain only one type. e.g., all difficult.
(Responsibility: Head)

e) Head and Supervisor, with the Systems Officer documenting, issue these batches over several days, noting issue and completion time. (Complete Form 4)
(Responsibility: Head)

f) System Officer computes the range of standards from the batches, ensuring the correct percentage mix is applied. (Complete Form 3) The System Officer passes these back to the Head for review and sign off, and he or she passes to the Chief for his or her review and sign off.
(Responsibility: System Officer)

g) Chief, Head and System Officer review these with the Supervisor and, if necessary, replicate batches or continue sampling.
(Responsibility: System Officer)

h) Revised standard is proposed by Chief, Head and Supervisor, in discussions with System Coordinator, based on regular performance, and reviewed with Director. (Complete Form 1)
(Responsibility: Chief)

i) Renew cycle at least every year or whenever significant changes to a process occur. This activity should be included in the Multi Year Operational Plan (MYOP) for the planning element.
(Responsibility: Director)

Form WSR #1 – Secretary of State

Citizenship Registration & Promotion Branch, Sydney.

Review of Workstandards: **REVISION FORM**

Process Name:

Existing Workstandard:

Proposed Revision: per day regular average (superior =
Based on Standard Mix of:

Reasons for Revision: (e.g., results of sampling, changes to process, working conditions, etc.)

Changes to Process Workflows: (identified as result of this review)

Prepared by _____ System Coordinator

Date:

Reviewed by _____ Supervisor

_____ Head

_____ Chief

_____ Director

Effective Workstandard Revision Date:

Date of Next Review (six months or less):

Form WSR #2 – Secretary of State

Citizenship Registration & Promotion Branch, Sydney

Review of Workstandard

WORKSTANDARD PROCESS DESCRIPTION FORM

Process to be reviewed: (name and where process starts and ends)

Existing Standard:

Date last reviewed:

Classification of Standard: (what mix of types, etc that make up the standard)

Comments on Process (changes since last revised, etc)

Prepared by _____ **System Coordinator**

Date:

Reviewed by _____ **Supervisor**

_____ **Head**

_____ **Chief**

Form WSR #3 - Secretary of State

Citizenship Registration & Promotion Branch, Sydney

Review of Workstandards

SAMPLING SUMMARY

Workstandard Name:

Existing Standard:

Summary of Normalized Sampled Output: (i.e., Batches on Form #4 have been adjusted to a standard mix and day and show the equivalent actual output, so that a comparison can be made to the standard)

Batch #	Operator Name	Actual Per Day	Comments (e.g., explain low or high outputs)

Individual Averages:

Prepared by _____ System Coordinator

Date:

Reviewed by _____ Supervisor

_____ Head

_____ Chief

Attach Sampling & Computation Forms (#4) to this form.

Form WSR #4 - Secretary of State

Citizenship Registration & Promotion Branch, Sydney.

Review of Workstandard

SAMPLING AND COMPUTATION FORM

Name of Workstandard under review:

BATCHES SELECTED:

Batch # Type # in batch. Assigned to Date Time Started Finished Elapsed

Comments on Batches: (Unusual circumstances, etc.)

Batch #

COMPUTATION OF STANDARD FROM SAMPLES:
(Normalize the standard indicated for mix and average operator)
(Deduct lunch and work breaks from above elapsed times before normalizing)

Batch # Time Taken per item Mix % Standard Indicated

Batches issued by _____ Supervisor

Reviewed by _____ Head

_____ System Coordinator

6.0 REVISIONS TO WORKSTANDARDS

This section summarizes the findings and details the recommendations made as a result of reviewing the processes and undertaking tests and reviewing results to date of these tests.

At this time, tests are still in progress for revisions to the workstandards, so that the revised standards cannot be listed.

However, as expected, initial summaries of batches, show a range of productivity both above and below existing standards. In several operations, the tests have been reviewed by the Supervisor, Head and Chief and agreed to be reasonable and representative, so that a revised standard is about to be proposed.

The existing workstandards are shown in the Appendix.

6.1 FINDINGS AND RECOMMENDATIONS IN SPECIFIC AREAS

The following observations were made during relatively short visits to the areas or noted in the course of meetings with Supervisors, Heads and Chiefs.

They are therefore not based on definitive examination, and in any event are supernumary to the issue of workstandards. However, since they may be applicable to reviews of the workflows of the processes they have been identified as items that may or may not bear further enquiry.

6.1.1 Mailroom

Findings:

- Mail is received in a somewhat random amount each day and, unless it is received late in the day, then it is all processed so that no inventory is carried over to the next day.

- There are a diverse number of activities that go into some of the workstandards, but it is not suggested that these be further split up –this would complicate the standard; however for review purposes, enough batches of each type must be recorded to even out unusual or unrepresentative samples.

Recommendations:

- A review of the previous months' output revealed that the existing standard was not being met as the current staffing level is too high (although staff with no work are loaned out to other units to help out). It is recommended to reduce staff to the level where there may be a carry over of inventory to the next day – but this should not exceed a day or two as mail typically fluctuates greatly during the week.

- o The workstandard for telexes and faxes could be merged as these activities are done by the same person, even though almost four times the number of faxes can be sent compared to telexes.

- o Additional automation should be considered to reduce time spent on sending telexes and faxes: the use of electronic mail via Envoy and or the use of a microcomputer program to send and receive telexes (e.g., Omzig), especially if the telexes could be input by the originator on their own micro, would save transcription time and the possibility of errors.

6.1.2 Index I and Microfilm Index, and Index II

Findings:

- o The use of two databases has allegedly made the process in Index I of Query & Adding (Index VDT workstandard) more complex for the operators; some operators may be using different work procedures to undertake this process. Initial tests have shown a wide range of standards.

Recommendations:

- o For both Index I and II, there should be tests carried out on various types of files to ascertain whether there are several different ways of carrying out the processes, and whether one of these should be adopted as the preferred procedure. Organising of the batches of files by the operator before starting a batch should be tested to ascertain whether this procedure results in an overall time saving for the operator or not. This is a work–method issue, rather than a workstandard item, but important as, if a better work method can be introduced, then the workstandard may be enhanced.

- o Further tests of batches are needed before it can be concluded that a big enough random sample of batches has been completed, and conclusions can be made about the workstandards.

6.1.3 Microfilm Retrieval

Findings:

- o This workstandard was previously 60 units of mail in Hull, and was dropped to 55, the current standard, as a learning standard when operations were moved to Sydney.

- o Tests using several operators over a week, with random batches of files produced a range of 44–127 with an average of 77 units per day. Discussions with the Supervisor, Head and Chief and System Officer concluded that these tests were reasonable and representative.

Recommendation:

- It is recommended by the Chief, Head, Supervisor and System Officer that the workstandard be revised to 65.

6.1.4 File Allocation Unit

Findings:

- Recent changes to the filing system, at the request of Public Archives, and the need for a "temporary" file until a permanent number can be assigned on granting of citizenship, have changed some of the processes. This unit is also affected by an abnormal backlog waiting for security clearances. The testing of batches has been delayed by this.

- The Supervisor spends too much time on daily statistics, which are reported to the Head, but he in turn only reports weekly statistics to the Chief, although the Chief requires to know that files are available for the next unit to work on.

Recommendations:

- There may be a case for merging or changing the composition of the workstandards, which should be reviewed after the tests have been made. For instance, the FR and Translations might be merged with Files; the volume of translations is also quite low.

- Consideration should be given to using a computerized bar code reader (similar to library circulation systems such as ULISYS), which may make file tracking quicker.

- It was agreed at a meeting held with the Supervisor, Head, Chief and System Officer that a pilot test of going to weekly statistics could be made on March 1st. Assuming this was successful, then only weekly statistics for the unit would be produced in the new fiscal year commencing April 1st. The System Officer will review the daily and weekly statistical reporting forms with the Supervisor and Head, in order to prepare a new weekly form, which would replace the daily Supervisor's form and combine some of the items, the standards for which are likely to be merged.

- The workstandards should be reviewed again when conditions are back to normal.

6.1.5 Approvals and Approvals Registry Units

Findings:

- there are differences in the way individual approvals officers process cases – some will draft written responses to answer a query or explain a

decision, whereas others will phone the court, etc. Writing letters takes much longer than the equivalent phone calls, and if not necessary, has lead to a quality level of service that is not needed.

- "Mennonite Trees" are produced for Mennonite applications, in order to identify the usually numerous offspring and multiple countries of residence and dates of civil and religious marriages. These take considerable time to complete (one to three hours), but are necessary in order to verify the facts of particular events and dates, since subsequent multiple grants may be made on the basis of one of these events.

Recommendation:

- That work–methods be reviewed and clarified with respect to the necessity of phoning or writing letters. For instance, a phone call may suffice for most queries, but a (form) letter may be necessary to put certain opinions, reasoning or decisions on record. A procedure should be developed to formalise this so that the time spent on this aspect of the process is minimized.

- The necessity of having a Mennonite tree for each Mennonite file should be reviewed on the basis of the probability that the tree will actually be used in subsequent assessments (the data to construct the tree ex–post would have to be available from the microfilmed documents).

- That individual officers be given microcomputers in order to reduce time spent on the following tasks:

  - Letters and memos, which should be set up as far as possible in form letter format (with numbered paragraphs that can be called up by word processing). Officers would keyboard these (there would be a learning curve and training required for those not familiar with typing and word processing programs) and transfer by LAN (local area network) or disk to the word processors for final formatting and printing ready for signature.

  - A program be developed to automate the production of Mennonite trees, using a proprietary software package (Word Perfect Version 5.0 may have the functionality to accomplish this).

- Although further tests are needed in the Approvals Registry Unit, the low incidence of putting away Mennonite Trees suggests that the workstandard for this be incorporated with either searches or files abandoned, which are similar standard levels.

6.1.6 Certificate Preparation and Lamination Unit

Findings:

- o There have been some changes to the process, including quality improvements to the certificate printing (by laser printer) and stripping as well as superior lamination backing and security.

- o The Head is considering whether to make the whole process of certificate preparation and lamination into one. This would mean a merging of the two present standards.

Recommendation:

- o No conclusion could be yet drawn as the current tests for certificate preparation did not include the mail sorting function which is part of the normal process. The lamination tests showed an actual of 176, below the standard of 200 because learner operators were used. If learners do this process on a regular basis (as they move on to other areas) then it should be noted that the standard is not likely to be attained on a regular basis.

6.1.7 Quality Control

Findings:

- o The process, although having four separate components: grants, proofs mailing and packaging, appears to be straightforward and tests gave a range of 76–100, with an average of 89, compared to the standard of 90.

Recommendation:

- o No change.

6.1.8 Word Processing

Findings:

- o The new laser printer, coupled with a microcomputer and Word Perfect software replacing the old word processors, has enhanced the quality of the greetings letters to the point where the pre–printed part almost appears to be of lesser quality. However, the tests showed that the workstandard of 400 greeting letters appears to be valid. The test range was 350–420 for an average of 403.

- o Both the Micom word processor and electric memory typewriter gave averages in tests of 14 compared to a workstandard of 15 work orders. However, there is a big variation in the mix of work – ranging from form letters to complicated financial reports.

Recommendation:

- Set up the laser printer to print the pre–printed part of the greetings letters in addition to the individual name and address, and review the workstandard at that time. This should eliminate the need to buy–in the pre–printed part of the letters.

- Replace the word processors and typewriters with microcomputers, setting up macros[2] for form letters and eventually using the microcomputers to input text from Approvals and management which has already been keyboarded (see recommendation in Approvals above), so that this function becomes more of a formatting and printing process. The setting up of a local area network (LAN) for all the microcomputers in this area would help in flexibility of work scheduling.

6.1.9 Listing & Statistics

Finding:

- The initial test of oaths showed an actual of 665 against a workstandard of 200, however, this excluded tests of the MPs lists and of corrections. These will be tested next to give a representative set of batches. At present, due to the low inventory in this unit, further testing is on hold for a week or so.

Recommendation:

- Await results of the further tests.

6.1.10 File Retirement

Finding:

- The unit was working to a previous workstandard of 80, whereas the official current standard is 120. This was due to the learning curve associated with the introduction of the VDT computer terminals in September 1988. However, the operators are now familiar with these and their use has reduced the need for visual editing. The unit has less than the normal throughput of work due to waiting for clearances, which is beyond their control. Also, one of their shredders, the newer one, has proved to have less capacity than expected (although this is not a problem with the present workloads). The test batches indicated an average of 96.

---

[2] A "macro" is a pre–determined sequence of keys that can be actioned by pressing one of the "function" keys on the keyboard.

Recommendation:

- Revise the workstandard to 100 (this was agreed at a meeting of the Supervisor, Head, Chief and System Officer), and review when a normal throughput returns to the unit.

6.1.11 Enquiries & Status

Findings:

- This unit deals with at least fifteen different types of phone–associated tasks, apart from searches. Seventy five percent of calls are from or to the courts, for which the phones have speed dialling codes. Priority has to be given to incoming calls from the public, diplomats and the courts. The previous standards were set using batches of homogeneous tasks and determining the mix. It was decided to identify the types of phone related tasks and to monitor the actual number of various types occurring. This is still in progress. After a review of the incidence of tasks and further testing of either mixed or homogeneous batches, the workstandard can be reviewed.

- During a short period of observation of the phone operators, it was noted that:

  - Very detailed responses were made to peripheral enquiries, e.g., about passports;

  - When a party on an outgoing call could not be reached, no message to call back was left;

  - No immediate response was possible to some straightforward enquiries as there is only one terminal in the enquiry unit (a written enquiry form was completed which would have to be answered later and then a call back made).

  - The noise level was such at times that operators had difficulty hearing the calls, despite wearing headsets.

Recommendations:

- Further testing is needed before the workstandards can be reviewed and revised, if necessary;

- Each phone operator should have a terminal so that straightforward requests for information available on the database could be given immediately;

- Requests for information from the courts that cannot be answered except by a call back, which is written down, should be send back to courts via E–mail or fax on an overnight basis. (This would require that the courts

to have an E–mail facility such as Envoy and microcomputers, or fax machines. Apparently they have neither at present);

- Enquiries for ancillary services, such as passports, should be referred to the nearest passport office or consulate – a list of their phone numbers is needed.

- Phone operators should always leave a message so that the respondent can call them back (telephone tag is time consuming).

6.2 OVERALL FINDINGS

Although the following observations were not necessarily directly relevant to the terms of reference of the study, they are of significance and we have therefore included them for consideration:

6.2.1 Levels of Management

There are often four levels of management involved in some of the operations i.e., from first level Supervisor through the Head, Chief and Director. This would appear to be, at first sight, top–heavy in relation to the size of the overall operations. However, providing the Supervisory level is clearly a working level position, and Supervisors are expected to work approximately 50 per cent of their time on actual production (usually the more complicated files and cases) and if the Director level is less concerned with day to day operations since there are many other activities to undertake, then this would then appear satisfactory (assuming an adequate span of control). The key management levels for the operations are thus the Head and the Chief, who should bear the accountability for setting realistic workstandards and monitoring performance against these.

6.2.2 Cycle Review of Workstandards

There does not appear to have been a formalized approach to reviewing the workstandards, although several ad hoc revisions have been made. Most of the workstandards in place were developed in Hull, before the move to Sydney, or were introduced as developmental standards at the start of operations in Sydney. There are therefore not necessarily representative of conditions in Sydney today.

6.2.3 Operational Reports

Several Supervisors commented on the amount of time that they perceived to be spending on preparing the daily statistics which are forwarded to the Heads and Chiefs. However, the Heads and Chiefs themselves produce weekly or monthly statistics and are more interested in the forecasts of future workloads, so that better workflows of files between the units can be planned and actioned. Only where there are specific bottlenecks occurring (as was the current case, where batches of overdue clearances where urgently awaited and given priority processing), are daily statistics of capacity in particular units needed.

6.3 OVERALL RECOMMENDATIONS

The following recommendations are made for the operation as a whole:

- **Yearly Review Cycle:** There should be regular workstandards reviews on a yearly cycle basis. This would ensure that the workstandards were up to date and that the work processes were also reviewed. Also, by reviewing say three per month, there would be no disruption to regular work and the System Officer and supervisors and managers involved would also find that workstandard reviews became a regular part of their duties.

- **Composition of Workstandards:** There are currently 32 workstandards. This number may increase or decrease as operations change and it is decided to merge or to split out processes. Where possible, in order to keep production monitoring and statistical reporting simple, it is recommended that there be less rather than more individual workstandards. Even though some workstandards may encompass seemingly diverse sub–activities, over a week, it is likely (assuming normal throughput) that an average mix of these sub–activities will occur and therefore the output for the week will reflect a normal mix.

- **Levels of Management and Accountability and Involvement:** In order to maintain the commitment of management to the workstandards, it is recommended that the process of revision outlined in the previous section is followed. This puts the onus on both the first line Supervisors and the Heads and Chiefs for their involvement in setting and revising the standards and in the weekly and monthly monitoring of them.

- **Flexibility of Staff Duties:** Due to the peaks and troughs in workloads in various units, as a result of workload factors often beyond the control of Sydney, it is recommended that staff in "swing areas" such as the mail room be available for assignment to tasks in other units, with proper back–up training. This will allow the workstandards to be met in the unit from which transfers out of staff are made, since they would otherwise be less than fully occupied, and production output to be enhanced in areas where inventory levels were building up. However, the attainment of the workstandard in the latter units would depend on whether the transferred in–staff were able to work at the regular pace of that unit.

- **Operational Reporting and Statistics:** It is recommended that Supervisors compile weekly production statistics for the unit and that the existing daily production forms be redesigned to accommodate this. This would save a considerable amount of the Supervisors' time over a year. Also, it would give a fairer view of individual operators and the group's performance, since, over the course of a week, the inevitable highs and lows would be averaged out.

  It is suggested that a pilot study for statistical reporting be undertaken in one unit, in order to demonstrate that Supervisors will not lose any control and will in fact save time in reporting. The File Allocation Unit

has agreed to this pilot test, commencing in March. The System Officer will redesign the forms in conjunction with the Supervisor and Head. Assuming the results are encouraging, then weekly unit reporting will formally commence on April 1st for the new fiscal year.

The weekly statistics should also contain a forecast of production (based on likely staff availability for work) for the next week. It is also recommended that a graph of each unit's production (actual against the standard, and opening and closing inventory of work in hand) be produced and displayed in each unit, so that the staff may see how their group is progressing.

- **Technological Enhancements:** It is recommended that the following enhancements be made in order to enhance productivity:

  - Use of a microcomputer and telex software in the mailroom, to send telexes. Productivity would be additionally enhanced if telexes were input electronically by the senders in Sydney and transferred to the mailroom by local area network or by diskette. Also, if the courts had receiving microcomputers then they could process the telexes received quicker.

  - Use of electronic mail (E–Mail) via Envoy or a similar messaging system would allow messages to be passed to Hull or to the courts more expeditiously.

  - Use of microcomputers with wordprocessing software for managers and each approval officer would allow for direct keyboarding of letters and memos, which could be transferred via a local area network or by diskette to the word processing unit for formatting, editing and printing. There would be a training requirement for those staff who are not familiar with the use of word processing packages.

  - The investigation of the development and use of an "**expert system**", a microcomputer program that incorporates decision rules and "artificial intelligence" for the processing of approvals. This would likely speed up the processing of all but the most complicated files.

  - The purchase of a microcomputer package, such as GEM, which would allow for the automation of the drawing of Mennonite Trees, and also enhance the quality of the document.

  - Examination of using barcoded files coupled with "magic wand" optical bar code readers which could be used to scan files at each process point and enter the status of the file into the MIS. This may facilitate in tracing temporarily mislaid files and in automating the production statistics (since a report of what was processed and the inventory in each unit could be produced from the management information system).

APPENDICES

A: EXAMPLE OF COMPLETED WORKSTANDARD REVIEW FORMS

B: LIST OF CURRENT WORKSTANDARDS

APPENDIX A:

EXAMPLE OF COMPLETED WORKSTANDARD REVIEW FORMS

Form WSR #1 - Secretary of State

Citizenship Registration & Promotion Branch, Sydney.

Review of Workstandards: **REVISION FORM**

Process Name: *Microfilm Retrieval Unit*

Existing Workstandard: *55 pieces of mail*

Proposed Revision: *65 per day regular average (superior = 70+)*
Based on Standard Mix of:

-

Reasons for Revision: (e.g., results of sampling, changes to process, working conditions, etc.)

Sampling of 14 batches of 25 by 6 operators indicated a range of 44-127 per day with an average of 77. Examination of these indicated that 65 would be a reasonably attainable average for the regular operator.

Changes to Process Workflows: (identified as result of this review)

None.

Prepared by *Ian Vance* System Coordinator

Date: *February 2, 1989*

Reviewed by *Margaret McMullin* Supervisor

Pierre Camus Head

Brian Hudson Chief

_____ Director

Effective Workstandard Revision Date:

Date of Next Review (six months or less): *August 2, 1989*

Form WSR #2 - Secretary of State

Citizenship Registration & Promotion Branch, Sydney

Review of Workstandard

WORKSTANDARD PROCESS DESCRIPTION FORM

Process to be reviewed: (name and where process starts and ends)

Microfilm Retrieval Unit

Existing Standard: *55 units of mail*

Date last reviewed: *(1983?)*

Classification of Standard: (what mix of types, etc that make up the standard)

Grants
Proofs
Searches
Correspondence
Rushes

Comments on Process (changes since last revised, etc)

Nil

Prepared by _____*Ian Vance*_____ System Coordinator

Date: *January 13, 1989*

Reviewed by _____*Margaret MacMullin*_____ Supervisor

_____*Pierre Camus*_____ Head

_____*Edmond Aucoin*_____ Chief

Form WSR #3 - Secretary of State

Citizenship Registration & Promotion Branch, Sydney

Review of Workstandards

SAMPLING SUMMARY

Workstandard Name: *Microfilm Retrieval Unit*

Existing Standard: *55 pieces of mail*

Summary of Normalized Sampled Output: (i.e., Batches on Form #4 have been adjusted to a standard mix and day and show the equivalent actual output, so that a comparison can be made to the standard)

Batch #	Operator Name	Actual Per Day	Comments (e.g., explain low or high outputs)
1		*127*	*Experienced Operator; Regular Batch*
2		*56*	
3		*65*	
4		*49*	
5		*117*	
6		*91*	
7		*114*	
7A		*88*	
8		*78*	
8A		*62*	
9		*84*	
10		*72*	
11		*64*	*2 reels searching for - 10 mins.*
12		*60*	
13		*60*	
14		*44*	*Slow Operation*

Individual Averages:

Prepared by *I. Vance* System Coordinator

Date: *February 2, 1989*

Reviewed by *Margaret MacMullin* Supervisor

Pierre Camus Head

Edmond Aucoin Chief

Attach Sampling & Computation Forms (#4) to this form.

Form WSR #4 – Secretary of State

Citizenship Registration & Promotion Branch, Sydney.

Review of Workstandard

SAMPLING AND COMPUTATION FORM

Name of Workstandard under review: *Microfilm Retrieval Unit*

BATCHES SELECTED:

Batch #	Type	# in batch.	Assigned to	Date	Time Started	Time Finished	Time Elapsed
1	*Grants*	*10*		*89.01.11*	*10:25*	*11:40*	*1hr.15mins*
	Proofs	*10*					
	Search	*4*					
	Corres.	*1*					
		25 pieces					

Comments on Batches: (Unusual circumstances, etc.)

10:25 put 25 pieces of mail in order (consisting of 10 grant appl'ns 10 proof appl'ns, 4 search forms 1 piece correspondence | *easy, complicated & complex in mixture non-approvals & other needed prints*

10:30 pulled reels
10:35 finished, started work
11:30 finished, sorted mail and Pa'd Reels
Finished 11:40
Appl'ns done – 23
Verif. done – 30
Reels Pulled – 27 *Micro*
& Pa'd
Problems: 2 appl'ns / reels missing
index not putting up from #on

COMPUTATION OF STANDARD FROM SAMPLES:
(Normalize the standard indicated for mix and average operator)
(Deduct lunch and work breaks from above elapsed times before normalizing)

Batch #	Time Taken per item	Mix %	Standard Indicated
1	*3.3*	*40 / 40 / 16 / 4*	*127*

Batches issued by *Margaret MacMullin* Supervisor

Reviewed by *Pierre Camus* Head

Edmond Aucoin System Coordinator

APPENDIX B:

LIST OF CURRENT WORKSTANDARDS

APPENDIX

CITIZENSHIP REGISTRATION BRANCH - SYDNEY OPERATIONS

UNIT		ACTIVITY	STANDARD
A:	MAIL ROOM:	INCOMING MAIL & OATHS	
		OUTGOING MAIL	900
		FACSIMILE	950
		TELEXES	80
			25
B:	INDEX I:	INDEX VDT	150
		MICRO	140
		ALPHAS SORT	1000
C:	INDEX II:	COMPUTER UPDATE	150
		ASSEMBLING	670
D:	MICROFILM RETRIEVAL:	MAIL	55
E:	FILE ALLOCATION:	FILES	80
		CLEARANCES RECEIVED	110
		OATHS	500
		APPLICATIONS	350
		MAIL	150
		RF'S AND TRANS	90
G:	APPROVALS:	FILES	35
H:	CERTIFICATE PREPARATION:	FILES PROCESSED	50
		FILES LAMINATED	200
I:	QUALITY CONTROL:	FILES	90
J:	WORK PROCESSING:	FILES, GREETING LETTERS	400
		MICOM - WORK ORDERS	15
		TYPEWRITER - WORK ORDERS	15

UNIT		ACTIVITY	STANDARD
K:	LISTING & STATISTICS:	OATHS	200
		NAMES CHECKED	650
L:	FILE RETIREMENT:	FILES RETIRED	200
M:	ENQUIRY & STATUS:	ENQUIRIES	30
		SEARCHES	75

Form WSR #2 - Secretary of State

Citizenship Registration & Promotion Branch, Sydney

Review of Workstandard

WORKSTANDARD PROCESS DESCRIPTION FORM

Process to be reviewed: (name and where process starts and ends) *Mail Room*

Existing Standard:	*Incoming Mail & Oaths*	*900*
	Outgoing Mail	*950*
	Facsimile	*80*
	Telexes	*25*

Date last reviewed:

Classification of Standard: (what mix of types, etc that make up the standard)

See Summary Sheet attached.

Comments on Process (changes since last revised, etc)

Due to the diverse nature of activities, e.g., different types of mails, sampling to be done for each type until representative.

Prepared by _____*Ian*_____ System Coordinator

Date:

Reviewed by _____*Watson*_____ Supervisor

_____-_____ Head

_____*Bob*_____ Chief

MAIL ROOM **DAILY SUMMARY** **DATE** _____

PROCESS	# ITEMS – NET ELAPSED TIME	X 7 =	EQUIVALENT ACTUAL PER DAY
INCOMING MAIL & OATHS			
OUTGOING MAIL			
FAXES			
TELEXES			

Form WSR #2 - Secretary of State

Citizenship Registration & Promotion Branch, Sydney

Review of Workstandard

WORKSTANDARD PROCESS DESCRIPTION FORM

Process to be reviewed: (name and where process starts and ends)

Index I

Existing Standard: *Query and Add 150*

Date last reviewed: *1986, 1987*

Classification of Standard: (what mix of types, etc that make up the standard)

		#
Grants / Searches	*4 / 1*	*60*
Proof	*2 / 6*	*30*
Others		*10*

Comments on Process (changes since last revised, etc)

Nil

Prepared by *Ian* System Coordinator

Date: *January 18, 1989*

Reviewed by *Wayne* Supervisor

Pierre Head

Edmond Chief

Operators: *Jose+, Kathy+, Darla+, Joanne+, Madelaine, Juanita*

Form WSR #2 – Secretary of State

Citizenship Registration & Promotion Branch, Sydney

Review of Workstandard

WORKSTANDARD PROCESS DESCRIPTION FORM

Process to be reviewed: (name and where process starts and ends)

Index I

Existing Standard: *Microreaders 140*

Date last reviewed: *1986*

Classification of Standard: (what mix of types, etc that make up the standard)

		#
Grants	*20*	*60*
Proofs	*60*	*30*
Searchform	*20*	*10*
etc.		
	100	

Comments on Process (changes since last revised, etc)

Prepared by *Ian* System Coordinator

Date: *January 18, 1989*

Reviewed by *Wayne* Supervisor

Pierre Head

Edmond Chief

Operators: *Margaret, Kathy+, Darla+, Jose+, Helen*

Form WSR #2 – Secretary of State

Citizenship Registration & Promotion Branch, Sydney

Review of Workstandard

WORKSTANDARD PROCESS DESCRIPTION FORM

Process to be reviewed: (name and where process starts and ends)

Index II

Existing Standard: Computer Update: *150 per day*

Date last reviewed: *1986*

Classification of Standard: (what mix of types, etc that make up the standard)

Grants:	*60%*
Proofs:	*30%*
Corres / misc.	*10%*

Comments on Process (changes since last revised, etc)

Prepared by _____*Ian*_____ System Coordinator

Date: *January 26, 1989*

Reviewed by _____*Marlene Poirier*_____ Supervisor

_____*Pierre Camus*_____ Head

_____*Edmond Aucoin*_____ Chief

Form WSR #2 - Secretary of State

Citizenship Registration & Promotion Branch, Sydney

Review of Workstandard

WORKSTANDARD PROCESS DESCRIPTION FORM

Process to be reviewed: (name and where process starts and ends)

Index II

Existing Standard: *Assembling 670*

Date last reviewed: *(1983?)*

Classification of Standard: (what mix of types, etc that make up the standard)

Proofs	*9:30*	-	*12:00*	*Proofs*	=	*175*
	1:30	-	*3:30*	*Grants*	=	*150*
	3:30	-	*4:30*	*Proofs*	=	*50*

Note: 8:30 - 9:30 Other Misc. Work
12:30 - 1:00 Other Misc. Work
1:00 - 1:30 Misc. Work

Comments on Process (changes since last revised, etc)

Prepared by _____*Ian*_____ System Coordinator

Date: *February 2, 1989*

Reviewed by _____*Marlene Poirier*_____ Supervisor

_____*Pierre Camus*_____ Head

_____*Edmond Aucoin*_____ Chief

Form WSR #2 - Secretary of State

Citizenship Registration & Promotion Branch, Sydney

Review of Workstandard

WORKSTANDARD PROCESS DESCRIPTION FORM

Process to be reviewed: (name and where process starts and ends)

Microfilm Retrieval Unit

Existing Standard: *55 units of mail*

Date last reviewed: *Previously 60 in Hull*

Classification of Standard: (what mix of types, etc that make up the standard)

Grants
Proofs
Searches
Correspondence
Rushes

Comments on Process (changes since last revised, etc)

Prepared by _____ **System Coordinator**

Date: *January 13, 1989*

Reviewed by *Margaret MacMullin* **Supervisor**

Pierre Camus **Head**

Edmond Aucoin **Chief**

Form WSR #2 - Secretary of State

Citizenship Registration & Promotion Branch, Sydney

Review of Workstandard

WORKSTANDARD PROCESS DESCRIPTION FORM

Process to be reviewed: (name and where process starts and ends)

File Allocation Unit

Existing Standard: *Files 80*

Date last reviewed: *1986*

Classification of Standard: (what mix of types, etc that make up the standard)

Batches of 40

Comments on Process (changes since last revised, etc)

Are now in batches 50 have to be put in numerical system - new filing system.

Would like to try without standards or 1 standard for all process.

Need to review time consuming statistics.

Public Archivist decreed that filing system had to be changed.

Prepared by *Ian* **System Coordinator**

Date: *January 1989*

Reviewed by *Dianne MacAskill* **Supervisor**

Pierre Camus **Head**

Edmond Aucoin **Chief**

Form WSR #2 - Secretary of State

Citizenship Registration & Promotion Branch, Sydney

Review of Workstandard

WORKSTANDARD PROCESS DESCRIPTION FORM

Process to be reviewed: (name and where process starts and ends)

File Allocation Unit

Existing Standard: *FR's and Trans 90 (file room and translations)*

Date last reviewed: *1986*

Classification of Standard: (what mix of types, etc that make up the standard)

Batches of whatever comes in.

Comments on Process (changes since last revised, etc)

Prepared by *Ian* System Coordinator

Date: *January 1989*

Reviewed by *Dianne MacAskill* Supervisor

Pierre Camus Head

Edmond Aucoin Chief

Form WSR #2 – Secretary of State

Citizenship Registration & Promotion Branch, Sydney

Review of Workstandard

WORKSTANDARD PROCESS DESCRIPTION FORM

Process to be reviewed: (name and where process starts and ends)

File Allocation Unit

Existing Standard: *Mail 150*

Date last reviewed: *(1983?)*

Classification of Standard: (what mix of types, etc that make up the standard)

Batches of # received in that day.

Comments on Process (changes since last revised, etc)

Now have to look for change not mail.
Mail is on priority basis.
Affected by abnormal backlog – 2 years
Need summer students?
Frustrating not finding files – barcode reader

Prepared by *Ian* System Coordinator

Date: *January 1989*

Reviewed by *Dianne MacAskill* Supervisor

Pierre Camus Head

Edmond Aucoin Chief

Form WSR #2 - Secretary of State

Citizenship Registration & Promotion Branch, Sydney

Review of Workstandard

WORKSTANDARD PROCESS DESCRIPTION FORM

Process to be reviewed: (name and where process starts and ends)

File Allocation Unit

Existing Standard: *Applications 350*

Date last reviewed: *1986*

Classification of Standard: (what mix of types, etc that make up the standard)

	#		
Proofs	*20*		*30*
		recently was	
Grants	*80*		*700*
	100		

Comments on Process (changes since last revised, etc)

Now have rebatch.

Bundles of 25 of all proofs or all grants.

Prepared by *Ian* System Coordinator

Date: *January 1989*

Reviewed by *Dianne MacAskill* Supervisor

Pierre Camus Head

Edmond Aucoin Chief

Form WSR #2 - Secretary of State

Citizenship Registration & Promotion Branch, Sydney

Review of Workstandard

WORKSTANDARD PROCESS DESCRIPTION FORM

Process to be reviewed: (name and where process starts and ends)

File Allocation Unit

Existing Standard: *Oaths 500*

Date last reviewed: *1986*

Classification of Standard: (what mix of types, etc that make up the standard)

Batches of 250

Comments on Process (changes since last revised, etc)

Now have to charge to file retirement unit for microfilming.

Prepared by _____ System Coordinator

Date: *January 1989*

Reviewed by _____*Dianne MacAskill*_____ Supervisor

_____*Pierre Camus*_____ Head

_____*Edmond Aucoin*_____ Chief

Form WSR #2 – Secretary of State

Citizenship Registration & Promotion Branch, Sydney

Review of Workstandard

WORKSTANDARD PROCESS DESCRIPTION FORM

Process to be reviewed: (name and where process starts and ends)

File Allocation Unit

Existing Standard: *Clearances Received 110*

Date last reviewed: *1986*

Classification of Standard: (what mix of types, etc that make up the standard)

Batches of 50

Comments on Process (changes since last revised, etc)

New Immigration procedure.

Currently CSIS delays means they have to pull file twice.

Prepared by *Ian* System Coordinator

Date: *January 1989*

Reviewed by *Dianne MacAskill* Supervisor

Pierre Camus Head

Edmond Aucoin Chief

Form WSR #2 - Secretary of State

Citizenship Registration & Promotion Branch, Sydney

Review of Workstandard

WORKSTANDARD PROCESS DESCRIPTION FORM

Process to be reviewed: (name and where process starts and ends)

Approvals

Existing Standard: *35*

Date last reviewed: *Sept. 1987 - 30*

Classification of Standard: (what mix of types, etc that make up the standard)

	#	
Misc. & Grants	*20*	*"Zappers": 2 mins.*
Proof	*80*	*Regular*
	100	*Slow*

Mennonites: 1 in 20 includes applicant at 2 a week
Note 1.34 apps = 1 file

Comments on Process (changes since last revised, etc)

Group basis. Stats done daily - tabulated weekly
Some operators write letters, some make calls (no procedure on this)
National QA done on random check .... (by Hull)
Increased from 30 in view of historical production, greater experinece and improved methods. Include in standard: phone calls in and out and application interviews.

Prepared by *Ian* System Coordinator

Date: *January 19, 1989*

Reviewed by _____ Supervisor

_____ Head

L. Warnock Chief

Form WSR #2 - Secretary of State

Citizenship Registration & Promotion Branch, Sydney

Review of Workstandard

WORKSTANDARD PROCESS DESCRIPTION FORM

Process to be reviewed: (name and where process starts and ends)

Approvals Registry

Existing Standard:

Searches	*45*
Abandonments / Non-Approvals	*50*
VDT Charges & Queries	*350*

Date last reviewed: *1983?*

Classification of Standard: (what mix of types, etc that make up the standard)

Comments on Process (changes since last revised, etc)

Prepared by *Ian* System Coordinator

Date: *January 1989*

Reviewed by *Ian* Supervisor

_____ Head

Lorena Warnock Chief

Clerks: Fred Morgan, Jim MacMullen, Bev Talbot

Form WSR #2 – Secretary of State

Citizenship Registration & Promotion Branch, Sydney

Review of Workstandard

WORKSTANDARD PROCESS DESCRIPTION FORM

Process to be reviewed: (name and where process starts and ends)

Approvals Registry Unit

Existing Standard: *VDT Charges & Queried 350*

Date last reviewed: *(1983?)*

Classification of Standard: (what mix of types, etc that make up the standard)

Comments on Process (changes since last revised, etc)

Prepared by _____*Ian*_____ System Coordinator

Date: *January 1989*

Reviewed by _____*Fred*_____ Supervisor

_____ Head

_____*Lorena Warnock*_____ Chief

Clerks: Fred Morgan, Jim MacMullen

Form WSR #2 – Secretary of State

Citizenship Registration & Promotion Branch, Sydney

Review of Workstandard

WORKSTANDARD PROCESS DESCRIPTION FORM

Process to be reviewed: (name and where process starts and ends)

Certificate Preparation

Existing Standard: *50*

Date last reviewed: *1986*

45 (stripping better)

Classification of Standard: (what mix of types, etc that make up the standard)

Split the standard?

Includes registry
Court files
Order & print cert
decollate & bur. assemble

Comments on Process (changes since last revised, etc)

Issue 50 of each type. One batch of grants / proofs.

Prepared by *Ian* System Coordinator

Date: *January 1989*

Reviewed by *Valerie Brewer* Supervisor

Evelyne Sobol Head

Edmond Aucoin Chief

Form WSR #2 - Secretary of State

Citizenship Registration & Promotion Branch, Sydney

Review of Workstandard

WORKSTANDARD PROCESS DESCRIPTION FORM

Process to be reviewed: (name and where process starts and ends)

Cert. Prep. - Lamination

Existing Standard: *200*

Date last reviewed: *1986* *250 Quality Raised / Backing Changed*

Classification of Standard: (what mix of types, etc that make up the standard)

Comments on Process (changes since last revised, etc)

2 trainees
Possibly merge the 2 standards

Prepared by *Ian* System Coordinator

Date: *January 1989*

Reviewed by *Valerie Brewer* Supervisor

Evelyne Sobol Head

Edmond Aucoin Chief

Form WSR #2 - Secretary of State

Citizenship Registration & Promotion Branch, Sydney

Review of Workstandard

WORKSTANDARD PROCESS DESCRIPTION FORM

Process to be reviewed: (name and where process starts and ends)

Quality Control Unit

Existing Standard: *90 files*

Date last reviewed: *(1983?)*

Classification of Standard: (what mix of types, etc that make up the standard)

GRANTS 30 files, 42 certs. 8:12 to 9:27 - 1 hr. 15 min.
PROOFS 15 files, 23 certs. 9:28 to 10:45 break 15 min. - 1 hr. 2 min.
MAILING Checking lamination, pulling mail 41 min.
PACKAGING 38 min. - 356 certs. (3 clerks - 1 counter, 1 checker and 1 packing)

Comments on Process (changes since last revised, etc)

Complete certificates by affixing minister's signature.
Determine and recover outstanding certificates,previously done by approvals.
Seal the photo pouches.
Affix the security & criminal clearances to the application.

Prepared by _____*Ian*_____ System Coordinator

Date: *January 11, 1989*

Reviewed by _____*Jean Labelle*_____ Supervisor

_____*Evelyne Sobol*_____ Head

_____*Edmond Aucoin*_____ Chief

Form WSR #2 - Secretary of State

Citizenship Registration & Promotion Branch, Sydney

Review of Workstandard

WORKSTANDARD PROCESS DESCRIPTION FORM

Process to be reviewed: (name and where process starts and ends)

Word Processing Unit

Existing Standard: *Files, greeting letters 400*

Date last reviewed: *June 1986*

Classification of Standard: (what mix of types, etc that make up the standard)

Issue batches of 200

Comments on Process (changes since last revised, etc)

Check on Mr. Mrs. Miss and language

Prepared by *Ian* System Coordinator

Date: *January 1989*

Reviewed by *Sharon Wynn* Supervisor

Evelyne Sobol Head

Edmond Aucoin Chief

Form WSR #2 – Secretary of State

Citizenship Registration & Promotion Branch, Sydney

Review of Workstandard

WORKSTANDARD PROCESS DESCRIPTION FORM

Process to be reviewed: (name and where process starts and ends)

Word Processing Unit

Existing Standard: *Work order 15*

Date last reviewed: *1986*

Classification of Standard: (what mix of types, etc that make up the standard)

Regular wordprocess "1/2 hour" 1 page letter
Mix varies greatly – easy to hard
Form letters

Comments on Process (changes since last revised, etc)

Count lines in batch

Approval officers, etc. should have PC's and do own typing.

Prepared by *Ian* System Coordinator

Date: *January 1989*

Reviewed by *Sharon Wynn* Supervisor

Evelyne Sobol Head

Edmond Aucoin Chief

Form WSR #2 – Secretary of State

Citizenship Registration & Promotion Branch, Sydney

Review of Workstandard

WORKSTANDARD PROCESS DESCRIPTION FORM

Process to be reviewed: (name and where process starts and ends)

Word Processing Unit

Existing Standard: *Typewriter Work Orders 15*

Date last reviewed: *1986*

Classification of Standard: (what mix of types, etc that make up the standard)

15 letters one pagers

Comments on Process (changes since last revised, etc)

Non-form letters

Need PC's!

Prepared by *Ian* System Coordinator

Date: *January 1989*

Reviewed by *Sharon Wynn* Supervisor

Evelyne Sobol Head

Edmond Aucoin Chief

Form WSR #2 - Secretary of State

Citizenship Registration & Promotion Branch, Sydney

Review of Workstandard

WORKSTANDARD PROCESS DESCRIPTION FORM

Process to be reviewed: (name and where process starts and ends)

Listings & Statistics

Existing Standard: *Oaths 200*

Date last reviewed: *1986*

Classification of Standard: (what mix of types, etc that make up the standard)

Code, Index Tree Search - Reading #

Comments on Process (changes since last revised, etc)

Issue batches of 100

Short of work at present

Prepared by *Ian* System Coordinator

Date: *January 1989*

Reviewed by *Laurette Lefort* Supervisor

Evelyne Sobol Head

Edmond Aucoin Chief

Form WSR #2 - Secretary of State

Citizenship Registration & Promotion Branch, Sydney

Review of Workstandard

WORKSTANDARD PROCESS DESCRIPTION FORM

Process to be reviewed: (name and where process starts and ends)

Listings & Statistics

Existing Standard: *Names checked 650*

Date last reviewed: *1986*

Classification of Standard: (what mix of types, etc that make up the standard)

Comments on Process (changes since last revised, etc)

Short of work at present.

Prepared by *Ian* System Coordinator

Date: *January 1989*

Reviewed by *Laurette Lefort* Supervisor

Evelyne Sobol Head

Edmond Aucoin Chief

Form WSR #2 - Secretary of State

Citizenship Registration & Promotion Branch, Sydney

Review of Workstandard

WORKSTANDARD PROCESS DESCRIPTION FORM

Process to be reviewed: (name and where process starts and ends)

File Retirement Unit

Existing Standard: *120*

Date last reviewed: *September 1988*

Standard was previously 120

Classification of Standard: (what mix of types, etc that make up the standard)

File Stripping	=	*179*
File Filming	=	*688*
Viewing Film Reel	=	*9.1*
Shredding	=	*8400*
VDT Input	=	*350*

Comments on Process (changes since last revised, etc)

VDT Input was new activity to unit: Sept. 1988
Now operators are more experienced and enhancements have reduced the level of visual editing.

Prepared by *Ian* System Coordinator

Date: *January 16, 1989*

Reviewed by *Les Young* Supervisor

Pierre Camus Head

Edmond Aucoin Chief

January 18, 1989

PHONE ENQUIRIES – SAMPLE

Time In	Index ID#	Subject/Type of Enquiry/Action Certificate Call Backs	Codes
13:00	873693		3
13:10		Stella/Josie court	3
13:15	Pearson		1
13:20		Court	3
13:22	Front Door – enquiry		
13:25		Patsy – court	3
13:27		Patsy – court	3
13:30	Passport enquiry		1
13:37		Court	3
13:43			1
13:45		Court	3
13:47		Court	3
13:50		Court	2
13:54		Lawyer	1
13:59			

Previous standard developed using homogeneous batches and determining mix.

.....

ENQUIRIES

Originally 35 Now 30

Revisions in 1984 and 1986 – same

2 methods to test: complete the whole process
time specific #s of part of job, e.g. callbacks

75% court calls at present

ENQUIRIES

TYPES OF TASKS

ENQUIRIES:

1. Answer Phone – public and provide answer
2. – court and provide answer
3. Answer Phone – public, take message
4. – court, take message
5. Call back – public
6. – court
7. Running URGENT through
8. Searching Database on terminal
9. Searching files
10. Preparing answers
11. Processing information requested by mail
12. Organizing the work (done by floater)
13. Search form
14. Statistics

SEARCHES:

Enter Input Record Control #s
Letters
Correspondence
Search form

Form WSR #2 – Secretary of State

Citizenship Registration & Promotion Branch, Sydney

Review of Workstandard

WORKSTANDARD PROCESS DESCRIPTION FORM

Process to be reviewed: (name and where process starts and ends)

ENQUIRIES UNIT

Existing Standard: *Enquiries 30*
Searches 75

Date last reviewed: *(1983?)*

Classification of Standard: (what mix of types, etc that make up the standard)

See attached.

Comments on Process (changes since last revised, etc)

Have to establish all the activities before reviewing the standards.

Prepared by _____*Ian*_____ System Coordinator

Date:

Reviewed by _____*Linda*_____ Supervisor

_____*Pierre*_____ Head

_____*Edmond*_____ Chief

Form WSR #2 – Secretary of State

Citizenship Registration & Promotion Branch, Sydney

Review of Workstandard

WORKSTANDARD PROCESS DESCRIPTION FORM

Process to be reviewed: (name and where process starts and ends)

Enquiry Unit

Existing Standard: *Enquiries 30*
Searches 75

Date last reviewed: *(1983?)*

Classification of Standard: (what mix of types, etc that make up the standard)

Comments on Process (changes since last revised, etc)

Prepared by *Ian* System Coordinator

Date:

Reviewed by *Linda Chiasson* Supervisor

Pierre Camus Head

Edmond Aucoin Chief